Policy and Resources

COMMITTEE DELIVERY AND IMPROVEMENT PLAN 2023/26

ANNUAL REFRESH 2024/25



**Policy and Resources Committee Delivery and Improvement Plan 2023/26**

In April 2023, Inverclyde Council committed to the delivery of a new, ambitious Council Plan 2023/28. The Council Plan established a number of priorities for the Council.

**Theme 1: PEOPLE**

* Our young people have the best start in life through high quality support and education;
  + Gaps in outcomes linked to poverty are reduced;
  + People are supported to improve their health and wellbeing;
  + More people will be in employment, with fair pay and conditions; and
  + Our most vulnerable families and residents are safeguarded and supported.

**Theme 2: PLACE**

* Our communities are thriving, growing and sustainable
* Our strategic housing function is robust;
* Our economy and skills base are developed;
* We have a sufficient supply of business premises; and
* Our natural environment is protected.

**Theme 3: PERFORMANCE**

* High quality and innovative services are provided, giving value for money; and
* Our employees are supported and developed.

**Annual Refresh 2024/25**

This Committee Delivery and Improvement Plan 2023/26 was developed following an assessment of how the Services that report to the Policy and Resources Committee could support the delivery of Council Plan priorities and the achievement of Best Value. Now entering the second year of its three-year term, the Plan has been reviewed and refreshed to ensure that actions that continue to be priorities carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

**Overview**

This Plan encompasses the Organisational Development, Policy and Communications Service, Finance Service and Legal and Democratic, Digital and Customer Services which deliver the key functions of:

|  |  |
| --- | --- |
| Organisational Development, Policy and Communications | Organisational Development, Human Resources, Employee Development, Corporate Health and Safety, Payroll, Workforce Planning, Corporate Communications, Corporate Policy, Performance Management, Community Planning, Corporate Equalities |
| Finance Service | Strategic Finance, Directorate Finance and Accountancy, Budgeting, Statutory Group Accounts, Creditors, Insurance, Treasury Management, Council Tax Services, Revenues, Debt Recovery, Housing Benefits, Discretionary Payments |
| Legal, Democratic, Digital and Customer Services | Legal Service, Administration, Licensing, Litigation, Contracts & Conveyancing, Courts, Members Services and Support, Committee support, Community Council liaison, Election Management, Information Governance, Customer Services, Customer Contact Service, ICT Strategy, Operation and Support, Modernisation, Registration Services, Internal Audit, Risk Management |

The Delivery and Improvement Plan sets out how the Council Plan priorities will be delivered via the implementation of the following workstreams:

**Delivery and Improvement Plan**

**PEOPLE**

|  | **What will be delivered?** | **How will this be delivered?** | **Due Date** | **What difference will it make?** | **Alignment to the Council Plan** |
| --- | --- | --- | --- | --- | --- |
| 1. | Partnership Plan  Embed the Partnership Plan 2023/33 governance, delivery and reporting framework across the Alliance partners. | Development of Partnership Action Plans and PIs.  New/refreshed delivery groups established, and regular progress reports provided to the Alliance Board.  Publish an annual report on progress made against the Partnership Plan.  Implement the new Locality Planning model, with updated local priorities and engagement processes in place.  **Lead Officer:** Corporate Policy, Performance and Partnership Manager | 31/10/24  31/03/25  31/10/24  31/12/24 | Partnership working brings renewed added value and all partners are committed to the delivery of Alliance priorities and improved outcomes. | All outcomes within the Council Plan |
| 2. | Strategic Planning  Further embed the new strategic planning and performance management arrangements to support the delivery of the Council Plan 2023/28. | Development of Service Plans for each Head of Service for reporting year 2024/25.  With the Corporate Management Team, conduct a review of the performance management arrangements introduced in 2023/24.  **Lead Officer:** Head of OD, Policy and Communications | 30/06/24  30/09/24 | The strategic planning framework is strengthened, with evidence of a strong ‘Golden Thread’, supporting the delivery of the Council’s priorities and improved outcomes. | All outcomes within the Council Plan |

**PLACE**

|  | **What will be delivered?** | **How will this be delivered?** | **Due Date** | **What difference will it make?** | **Alignment to the Council Plan** |
| --- | --- | --- | --- | --- | --- |
| 3. | Community Councils **(NEW)**  Support the development of the newly established Community Councils and monitor arrangements in those areas where no Community Council has been established. | Review developments of Community Council activity, within 12 months of the Community Council Elections.  Develop recommendations, and report to full Council.  **Lead Officer:** Head of Legal, Democratic and Digital Customer Services / Head of Culture, Communities and Educational Resources | 31/03/25 | All Inverclyde communities have a platform to have their say and for their views to be represented. | Our communities are thriving, growing and sustainable |

**PERFORMANCE**

|  | **What will be delivered?** | **How will this be delivered?** | **Due Date** | **What difference will it make?** | **Alignment to the Council Plan** |
| --- | --- | --- | --- | --- | --- |
| 4. | Budget **(NEW)**  A Budget and Council Tax level for 2025/26 will be approved. | Development of a Revenue Budget for 2025/26.  **Lead Officer:** Chief Financial Officer | 31/03/25 | There is greater certainty around Council finances including Council tax income, allowing services to plan more effectively. | High quality and innovative services are provided, giving value for money |
| 5. | Options appraisal for FMS **(NEW)**  Report options for the replacement of the current Finance System, due to become unsupported from 31.03.28. | Develop options for Committee to consider including estimated financial implications.  **Lead Officer:** Chief Financial Officer | 30/09/25 | The replacement of the FMS which has been operational since 2002 affords the opportunity to buy a system which reflects current requirements and integrates with other key systems. | High quality and innovative services are provided, giving value for money |
| 6. | People and Organisational Development Strategy (POD) 2024/27 **(NEW)**  Delivery of the Year 1 actions within the People and Organisational Development Strategy 2024/27. | Deliver the Pride of Inverclyde Employee Awards.  Support the achievement of professional qualifications within the workforce and implement an improved approach to mandatory training courses.  Review the new performance appraisal process (Positive Conversations).  Support managers to improve use of absence monitoring reporting.  Implement the Mentoring Scheme and evaluate its impact.  Provide guidance on the implementation of new/updated policies.  Commence a review of the Conditions of Service and Pay and Grading Structure.  **Lead Officer:** Head of OD, Policy and  Communications | 30/06/24  31/03/25  30/09/24  30/06/24  31/03/25  31/03/25  31/03/25 | Workforce planning and management of change is facilitated by the effective use of employees.  Employees will be supported with improved skills and knowledge to deliver corporate initiatives. | Our employees are supported and developed. |
| 7. | HR and Payroll System **(NEW)**  Implement an upgrade to the Human Resources and Payroll system. | Develop a Project Plan.  Implement upgrade and associated testing.  Develop training and user guides.  **Lead Officer:** Head of OD, Policy and Communications | 30/09/24  31/12/24  31/12/24 | More efficient processes that result in improved customer service. | High quality and innovative services are provided, giving value for money |
| 8. | HR, OD& Payroll Processes **(NEW)**  Update and improve Human Resources, Organisational Development and Payroll processes | Monitor the effectiveness of automation of processes through Victoria Forms.  Undertake process mapping and identify and implement related improvements.  Maximise use of Talentlink system in relation to contracts.  **Lead Officer:** Head of OD, Policy and Communications | 31/03/25  31/03/25  31/12/24 | More efficient processes that result in improved customer service. | High quality and innovative services are provided, giving value for money |
| 9. | Modernisation of the Council **(NEW)**  Continue to progress projects that support the modernisation of the Council. | Report on the progress against the actions identified in the ICT and Digital strategies.  Develop a Digital and Customer Service Strategy.  Carry out a Digital Maturity exercise to benchmark the Council’s position against peer authorities.  Consider options to optimise use of Council buildings.  **Lead Officer:** Chief Executive / Head of Legal, Democratic, Digital and Customer Services | 31/07/24  31/10/24  31/03/25  31/03/26 | Efficiency and effectiveness of the Council’s services is improved along with improved customer/citizen experiences. | High quality and innovative services are provided, giving value for money |
| 10. | Governance Documents **(NEW)**  Refresh the key Inverclyde Council governance documents. | Renewal of the Financial Regulations  Review of Standing Orders for Contracts    Annual review of Standing Orders/Scheme of Administration and Scheme of Delegation  **Lead Officer:**  Chief Financial Officer/Head of Legal, Democratic, Digital and Customer Services | 31/03/26  31/03/26  31/12/24 | The Council can demonstrate that it is operating in a transparent and accountable manner. | High quality and innovative services are provided, giving value for money |
| 11. | Communication and Engagement Strategy **(NEW)**  Review, prioritise and deliver key actions | Review strategy, identify priority actions for delivery in 2024-25 and progress delivery.  **Lead Officer:** Corporate Policy, Performance and Partnership Manager | 31/03/25 | The Strategy is meeting the needs of the organisation.  Council corporate ‘brand’ is in place. | High quality and innovative services are provided, giving value for money. |

## Policy and Resources Annual Report Schedule

The following reports will be submitted to Committee on an annual basis:

* Equalities Mainstreaming Report
* Annual Report & Accounts
* Treasury Annual Report
* Governance of External Organisations
* FOI Annual Report
* Complaints Annual Report
* RIPSA Annual Report
* Data Protection Annual Report
* Workforce Information Activity Annual Report
* People & Organisation Development Annual Report
* Employee Survey Plan (3 yearly)
* Equality Mainstreaming Report 2023, Equality Outcomes 2021/25 and the Equal Pay Statement 2023 (every two years)

## Policy and Resources: Policy & Strategy Review Register

**2024**

| **Name of Policy / Strategy** | **Lead Officer** | **Service Area** | **Date of next planned review** |
| --- | --- | --- | --- |
| People and Organisational Development Strategy | Service Manager | OD&HR | March 2024(combined with H&W Strategy) |
| Health and Wellbeing Strategy | Service Manager | OD&HR | March 2024(combined with POD) |
| Treasury Policy Statement | Chief Financial Officer | Finance | March 2024 (full Council April 2024) |
| Discretionary Non-Domestic Rates Relief | Service Manager | Revenues and Benefits | May 2024 |
| Code of Conduct (Employees) | Service Manager | OD&HR | June 2024 |
| Confidential Reporting Policy (Whistleblowing) | Service Manager | OD&HR | June 2024 |
| Dignity and Respect at Work Policy | Service Manager | OD&HR | June 2024 |
| Grievance Policy | Service Manager | OD&HR | June 2024 |
| Domestic Abuse Policy | Service Manager | OD&HR | June 2024 |
| Equality and Diversity | Service Manager | OD&HR | June 2024 |
| Violence, Managing Aggression and Lone Working in the Workplace | Team Leader | Health & Safety | June 2024 |
| Financial Strategy 2024/34 | Chief Financial Officer | Finance | June and December 2024 |
| Policy for the retention and disposal of documents and records, paper and electronic | Legal Services Manager | Legal (Information Governance) | August 2024 |
| Short Term Lets Policy | Legal Services Manager | Legal (Licensing) | June 2024 |
| ICT Strategy | Service Manager | ICT & Customer Services | June 2024 |
| Digital Strategy | Service Manager | ICT & Customer Services | June 2024 |
| Discipline Policy | Service Manager | OD&HR | September 2024 |
| Overpayment of Wages | Service Manager | OD&HR | September 2024 |
| Recruitment & Selection Policy | Service Manager | OD&HR | September 2024 |
| Redeployment Policy | Service Manager | OD&HR | September 2024 |
| Relocation Policy | Service Manager | OD&HR | September 2024 |
| Supporting Employee Attendance Policy | Service Manager | OD&HR | September 2024 |
| Anti Fraud, Corruption and Irregularity Policy | Chief Internal Auditor | Internal Audit | September 2024 |
| Sexual Entertainment Policy | Legal Services Manager | Legal (Licensing) | October 2024 |
| Unacceptable Actions Policy | Legal Services Manager | Legal (Information Governance) | November 2024 |
| Policy and Procedures for Authorisation of Covert Surveillance and Covert Human Intelligence Services (RIPSA) | Legal Services Manager | Legal (Information Governance) | November 2024 |
| Petitions Criteria | Legal Services Manager | Legal (Committee Services) | December 2024 |
| Licensing Board Gambling Policy Statement | Legal Services Manager | Legal (Licensing) | December 2024 |
| Family Friendly Policy | Service Manager | OD&HR | December 2024 |
| Job Evaluation Maintenance of the Scheme | Service Manager | OD&HR | December 2024 |
| Media and Social Media Protocol | Service Manager | Corporate Policy, Performance and Communications | December 2024 |
| Reservist Policy | Service Manager | OD&HR | December 2024 |
| Infection Control | Team Leader | Health & Safety | 2024 |
| First Aid | Team Leader | Health & Safety | 2024 |
| Moving and Handling | Team Leader | Health & Safety | 2024 |
| Workplace Transport and Occupational Road Risk | Team Leader | Health & Safety | 2024 |

**2025**

| **Name of Policy / Strategy** | **Lead Officer** | **Service Area** | **Date of next planned review** |
| --- | --- | --- | --- |
| Menopause Policy | Service Manager | OD&HR | 2025 |
| Pension & Retirement Policy | Service Manager | OD&HR | 2025 |
| Voluntary Severance Policy | Service Manager | OD&HR | 2025 |
| Construction Design and Management Regulations | Team Leader | Health & Safety | 2025 |
| Smoke Free Policy | Team Leader | Health & Safety | 2025 |
| Capital Strategy 2025/35, Treasury Management Strategy Statement & Annual Investment Strategy 23/24-26/27 | Chief Financial Officer | Finance | March 2025 (full Council April 2025) |
| Information Classification Policy | Legal Services Manager | Legal (Information Governance) | March 2025 |
| Performance Management Framework | Service Manager | Corporate Policy, Performance and Communications | September 2025 |
| Acceptable Use of Information Systems Policy | Legal Services Manager | Legal (Information Governance) | November 2025 |

**2026**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Policy / Strategy** | **Lead Officer** | **Service Area** | **Date of next planned review** |
| Non-Domestic Rates – Empty Property Relief | Service Manger | Revenues and Benefits | February 2026 |
| Discretionary Housing Payment | Service Manger | Revenues and Benefits | February 2026 |
| Reserves Policy | Chief Financial Officer | Finance | April 2026 |
| Data Protection Policy | Legal Services Manager | Legal (Information Governance) | May 2026 |
| Records Management Policy | Legal Services Manager | Legal (Information Governance) | August 2026 |
| Flexible Working Policy | Service Manager | OD&HR | September 2026 |
| Risk Management Strategy | Head of Legal, Democratic, Digital and Customer Services | Legal (Information Governance) | November 2026 |
| Corporate Debt Policy | Service Manger | Revenues and Benefits | December 2026 |

## Policy and Resources Key Performance Indicators

The performance of these key performance indicators will be monitored over the lifetime of the Plan. Depending on the data source, new performance data will be provided to the Committee within the performance reports as it becomes available. In the case of national data, this is likely to be annually, however service performance data will be presented to the Committee more frequently.

The latest performance data for reporting year 2023/24 is provided below where data is available. Where it is not yet available, the ‘latest status’ icon relates to performance achieved in the previous year.

| **Key Performance Measures** | **Performance**  **2020/21 2021/22 2022/23 2023/24** | | | | **Latest Status** | **Target**  **2024/25** | **Comment** | **Frequency of reporting** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Total useable reserves as a % of Council annual budgeted income (LGBF) | 26.9% | 23.7% | 17% | LGBF data due to be published November | Red hexagon indicating that performance is adrift or target by 5% or more | 27.0% | 2022/23  Scottish average 24.5%  Family group average 26.5%  Next LGBF update: Nov ’24 | Annual |
| Uncommitted General Fund Balance as a % of annual budgeted net revenue (LGBF) | 2.5% | 2.3% | 3.5% | LGBF data due to be published November | Red hexagon indicating that performance is adrift or target by 5% or more | 2.0% | 2022/23  Scottish average: 3.2%  Family group average: 1.8%  Next LGBF update: Nov ’24 | Annual |
| Ratio of Financing Costs to Net Revenue Stream (LGBF) | 12.3% | 10.2% | 9.7% | LGBF data due to be published November | Yellow triangle indicating performance is below target, but is within a set tolerance level of between 0%-5% | 9.55% | 2022/23  Scottish average: 5.4%  Family group average: 5.3%  Next LGBF update: Nov ’24 | Annual |
| Actual outturn as a % of budgeted expenditure | 98.7% | 99.4% | 98% | LGBF data due to be published November | Yellow triangle indicating performance is below target, but is within a set tolerance level of between 0%-5% | 99.5% | 2022/23  Scottish average: 98.6%  Family group average: 98.2%  Next LGBF update: Nov ’24 | Annual |
| Gender pay gap (LGBF) | 7.39% | 6.6% | 4.4% | Available Aug 2024 | Green triangle with white tick inside it indicating that performance is at target level or higher | 4.2% | 2022/23  Family Group: 2% Scotland: 2.5%  Next LGBF update: Sept ’24 | Annual |
| Percentage of the population with an active Community Council | 62.95% | 62.95% | 62.95% | 84.72% | Red hexagon indicating that performance is adrift or target by 5% or more | 100% | Figures to 22/23 based upon 2018 population figures. 23/24 figure is based on 2022 population figure and is position following February 2024 community council elections | Annual |
| Council Tax in year collection level | 94.4% | 95.5% | 95.9% | 94.7%\* | Yellow triangle indicating performance is below target, but is within a set tolerance level of between 0%-5% | 95% | \* Draft out-turn subject to audit | Quarterly |
| Percentage of invoices sampled that were paid within 30 days | 96.84% | 95.5% | 96.15% | 96.08% | Green triangle with white tick inside it indicating that performance is at target level or higher | 95.5% |  | Quarterly |
| Sickness absence (total number of FTE days lost) | 6.9 days | 8.3 days | 11.1 days | 11.3 days | Red hexagon indicating that performance is adrift or target by 5% or more | 9 days |  | Quarterly |
| Employee turnover | 7.17% | 10.09% | 11.6% | 13.1% | Red hexagon indicating that performance is adrift or target by 5% or more | 12% |  | Quarterly |
| Corporate Training Courses Attended | 110 | 211 | 549 | 575 | Green triangle with white tick inside it indicating that performance is at target level or higher | 500 |  | Quarterly |
| Society for Innovation, Technology and Modernisation (Socitm) accessibility score (Council website) | March 2021  87  (good) | March 2022  90  (excellent) | March 2023  94 (excellent) | March 2024  95  (excellent) | Green triangle with white tick inside it indicating that performance is at target level or higher | 95 (excellent) |  | Quarterly |
| % of Freedom of Information and Environmental Information Regulations requests that were responded to within statutory timescales | 2020  80% | 2021  80% | 2022  91% | 2023  93.9% | Green triangle with white tick inside it indicating that performance is at target level or higher | 92% | Full year data is reported annually to P&R Committee | Quarterly |
| Number of complaints received per 1,000 population | 3.5 | 4.1 | 4 | 3.7 | Green triangle with white tick inside it indicating that performance is at target level or higher | 4 |  | Quarterly |
| The number of data breaches notified to the Information Commissioner’s Office (ICO) | 2 | 3 | 2 | 1 | Green triangle with white tick inside it indicating that performance is at target level or higher | 2 | Full year data is reported annually to P&R Committee | Quarterly |
| Percentage of transactions dealt with through the Council’s Customer Service Centre portal that are digital | 2020  65% | 2021  66% | 2022  71% | 2023  67% | Red hexagon indicating that performance is adrift or target by 5% or more | 2024  75% |  | Quarterly |
| Number of RIDDOR incidents (Reporting of injuries, diseases and dangerous occurrences regulations 2013) per 100,000 employees | 651 | 281 | 290 | 422 | Red hexagon indicating that performance is adrift or target by 5% or more | 240 | \* While a target of zero RIDDOR incidents is the aim, this can encourage nonreporting of incidents which can result in failure to meet our legal requirement to report | Quarterly |

| **PI Status** | |
| --- | --- |
| Red hexagon indicating that performance is adrift or target by 5% or more | Performance is adrift of target by 5% or more |
| Yellow triangle indicating performance is below target, but is within a set tolerance level of between 0%-5% | Performance is below target, but is within a set tolerance level (between 0%-5%) |
| Green triangle with white tick inside it indicating that performance is at target level or higher | Performance is at target level or higher |
| Square grid box with trend line inside it indicating that performance is being monitored but no target has been set. | Performance is being monitored but no target has been set (data only PI) |

## Policy and Resources Risk Management

Risk management is an integral part of corporate governance and sound management. The effective identification, assessment and management of risk is key to helping Inverclyde Council be successful in delivering its objectives, whilst protecting the interests of their stakeholders.

The highest risks to the Committee were reviewed in April 2024 and are presented below:

| Risk No | \*Description of RISK Concern (x,y,z) | IMPACT Rating (A) | L'HOOD Rating (B) | Quartile | Risk Score (A\*B) | Change in Score | Current Controls | Who is Responsible?  (name or title) | Additional Controls/Mitigating Actions & Time Frames with End Dates | Review Date |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Corporate Finance Service (incorporating cross service risks)** | | | | | | | | | | |
| 1 | **Financial Risk**  Due to a combination of inflationary pressures, reduction in turnover and the use of windfall savings in prior years, it is anticipated that in 2024/25 it will be challenging for the Committee to remain within its Revenue Budget. In the event an overspend is projected then, in line with the Council's Governance requirements, the Committee will need to take action to reduce the overspend in -year and this would likely impact on service levels, delays in filling vacancies and delivery of aspects of the Committee and Service Plans | 4 | 4 | 1 | 16 | No Change | * Detailed budget exercise with a process for identifying future pressures. * Inflation contingency which can be accessed to fund some non-pay Inflation pressures * Monthly budget monitoring attended by Heads of Service and key budget Holders. * Bi-Monthly reporting and review of employee costs and key budget lines by CMT and regular review by DMTs * Opportunities for virement and reprioritisation of spend | Chief Executive / Heads of Service | Early identification and consideration by DMT of how any overspends could be addressed with timely consideration at CMT, Committee and Trades Unions. | Oct-24 |
| 2 | **People Risk**  Recruitment and retention of suitably qualified and experienced staff | 4 | 4 | 1 | 16 | No change | Attractive working practices such as Flexible Working Policy  Supporting employees to undertake professional qualifications  Availability of employee benefits such as additional voluntary contributions  Supportive working practices including Positive Conversations and Mentoring Scheme  Implementation of health and wellbeing initiatives and Occupational Health provision  Use of modern apprenticeship training schemes. | Director / Heads of Service | * Refreshed recruitment process * High quality support to staff through HR policies and line management support outlined in the People and Organisational Development Strategy 2024-27 * Reductions in the use of temporary posts * Review of the Conditions of Service and Pay and Grading Structure | Oct-24 |
| 3 | **Partnership Risk**  The risk that we do not get the assurance from our partners that is required or that a major partner "fails" (Partnership/Access) | 3 | 3 | 3 | 9 | -3\*  (was 12) | Regular Financial governance reviews and report on its effectiveness.  Major partnership board presence.  Regular meetings formal and informal; Papers; Briefings  Annual reports to relevant Strategic Committee  Annual Review reported to Committee  Financial checks reviewed as part of review of Governance review. | Chief Financial Officer/CMT | * Highlight concerns at an early stage to CMT and relevant Directors. * Support  Directors at Governance meeting. | Oct-24 |

\* Change in risk score reflects that a strengthened approach to managing arrangements with external partners has been implemented.

Legend

|  |  |
| --- | --- |
|  | **Red - Very High Risk, score between 16-25: Requires Active Management** |
|  | High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level. |
|  | **Amber - High Risk score between 10-15: Contingency Plans** |
|  | A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan. |
|  | **Yellow – Medium Risk, score between 5 – 9: Good Housekeeping** |
|  | May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same. |
|  | **Green – Low Risk, score between 1-4: Review Periodically** |
|  | Risks are unlikely to require mitigating actions, but status should be reviewed frequently to ensure conditions have not changed. |

## Monitoring and Reporting

Inverclyde Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation and in our public performance reporting.

Progress on the delivery of this Plan is monitored using the Council’s performance management system, Pentana, which monitors Actions, KPIs and Risks. Progress reports will continue to be presented to every second Committee meeting for scrutiny and published on the Council’s website.

These reports and a range of other performance information is published here: [https://www.inverclyde.gov.uk/council-and-government/performance](https://www.inverclyde.gov.uk/council-and-government/performance/)